



Federal Emergency Management Agency
United States Fire Administration
National Fire Academy
Emmitsburg, Maryland 21727-8998



R150

Dear National Fire Academy Student:

Congratulations on your acceptance to the U.S. Fire Administration's National Fire Academy's (NFA) *Management of Emergency Medical Services* (MEMS) (R150) course. With recent major changes in content and instructional methods, this new course offers you the opportunity to explore, in depth, many management issues facing first-line managers of today's pre-hospital emergency care providers. Designed to engage students directly in emergency medical services (EMS) management problem solving, with extensive readings in the latest research in the field, and supported by detailed individual feedback on the approach taken, the new course will provide ample opportunity for practicing effective, first-line supervisory EMS management skills.

This course is very intense. In order to maximize your learning experience, some preparation is necessary. Please consider bringing the following materials:

- A performance appraisal form currently used in your department or service to evaluate and provide feedback on employee's job performance;
- A copy of your system's customer service policy or customer service model, if you have one;
- A copy of your system's orientation program, if you have one.

The MEMS course will contain simulation-based exercises, which focus on the management of a fictional county known as Green County Fire and EMS, and its fire and EMS organization. Throughout these exercises, you will assume a particular role in that organization. To enhance your learning experience, you are encouraged to **study the following materials before you arrive at the Academy**. It is critical that you make yourself familiar with the organizational charts, policies, and procedures of Green County in order to effectively use the allotted class time for the exercises.

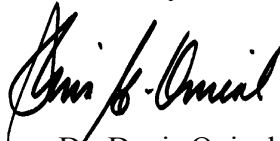
- *Green County Simulation Training Exercise* – familiarize yourself with background materials and answer study questions that are included;
- Review course goal and course introduction.

Feel free to bring any written materials, i.e., procedures, protocols, etc., to share with other students. We ask that these items be in an electronic format on a 3 1/2 " floppy disk, and in either Microsoft Word or WordPerfect format. There will not be an opportunity to photocopy these items due to the limitations on NFA reproduction resources.

Increasingly, students and instructors are bringing laptop computers to campus. Although not required, you are encouraged to consider doing so. REMINDER: You alone are responsible for security and maintenance of your equipment. The Academy cannot provide you with computer software, hardware, or technical support to include disks, printers, scanners, etc. There are a limited number of 120 Volt AC outlets in the classrooms. A Student Word Processing Center is located in Building D and is available for all students to use. It is open daily with technical support provided in the evenings. This Center utilizes Windows 95 and Office 2000 as the software standard.

Should you need additional information related to course content or requirements, please feel free to contact Mr. Jeff Dyar, Emergency Medical Services Curriculum Training Specialist at (301) 447-1333 or email at Jeff.Dyar@fema.gov.

Sincerely,

A handwritten signature in black ink, appearing to read "Dr. Denis Onieal", written in a cursive style.

Dr. Denis Onieal
Superintendent

Enclosures

Green County Simulation Training Exercises

Background Materials

An emergency medical services (EMS) system provides for an arrangement of personnel, facilities, and equipment for the effective and coordinated delivery of prehospital and other health care services under emergency conditions for a specific geographic region. The system may be administered by either a public or private entity that has the authority and resources to effectively administer the system.

Throughout the Green County Simulation Training Exercise, you will assume the role of Chris Fleming, acting Battalion Chief, EMS, in Green County Fire and EMS. While the Green County EMS organizational structure may not be exactly like your own system, it is a viable organization that will enable you to experience issues representative of those you may encounter in your own organization. All of the geographic locations and personalities you will encounter during the simulations are fictional. Any similarity to actual locations or personalities is purely coincidental and should not be considered relevant to the simulations.

Each simulation exercise focuses on the management of EMS for a fictional county government, Green County, located in the southwestern corner of East State. The county is bordered on the west by West State, on the east by Bluefield County, East State, on the north by Reds County, East State, and on the south by the State River which is also the border with New State (figure 1). Green County covers 100 square miles and is home to 100,000 people. The population is largely concentrated in Greentowne (60,000 people), which is also the county seat, and the only major city in Green County. The remainder of the county is mostly rural farm area but several industrial parks are located around Greentowne. Although most of the parks support only light manufacturing plants or truck distribution centers, Hazardton Center, located west of Fire Station 2, is the site of a large gaseous products distribution plant as well as a major industrial waste storage and transfer station. The Green County Airpark is located in the northeastern corner of the county and is used primarily by private aircraft. Green County is traversed by several major highways that are heavily utilized by interstate truckers. A major intersection of these highways occurs in the center of Greentowne leading to Bailey's Bridge that crosses the State River to Capital City, NS. Capital City is a large metropolitan area, population 500,000, and is the work site of many Green County residents. The Capital City International Airport is approximately 12 miles from Greentowne, across the State River, and is served by a number of major airlines. Capital City Memorial Hospital is a large teaching hospital with a major trauma center.

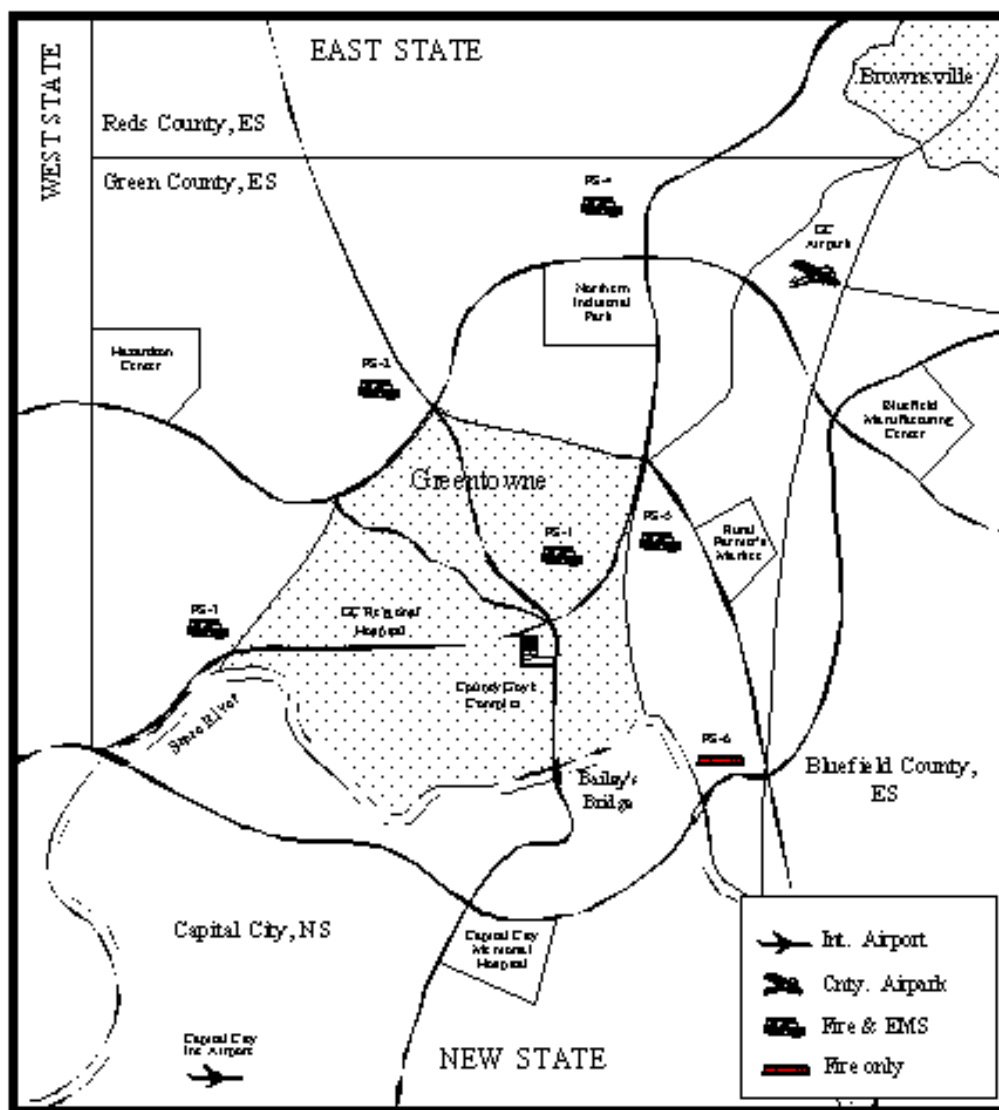


Figure 1. Map of Green County and Surrounding Area

The Headquarters of Green County Fire and EMS and the office of the Chief of Fire & EMS are in the County Public Safety Complex adjacent to the County Municipal Building. The county mayor's office, county commissioners, and county administration are in the Municipal Building. Both buildings are located in the Green County Government Complex in Greentowne. The Chief of Fire & EMS reports directly to the county mayor and commissioners (figure 2). The Chief of Fire & EMS is supported by a Deputy Chief, Operations, and a Deputy Chief, Administration.

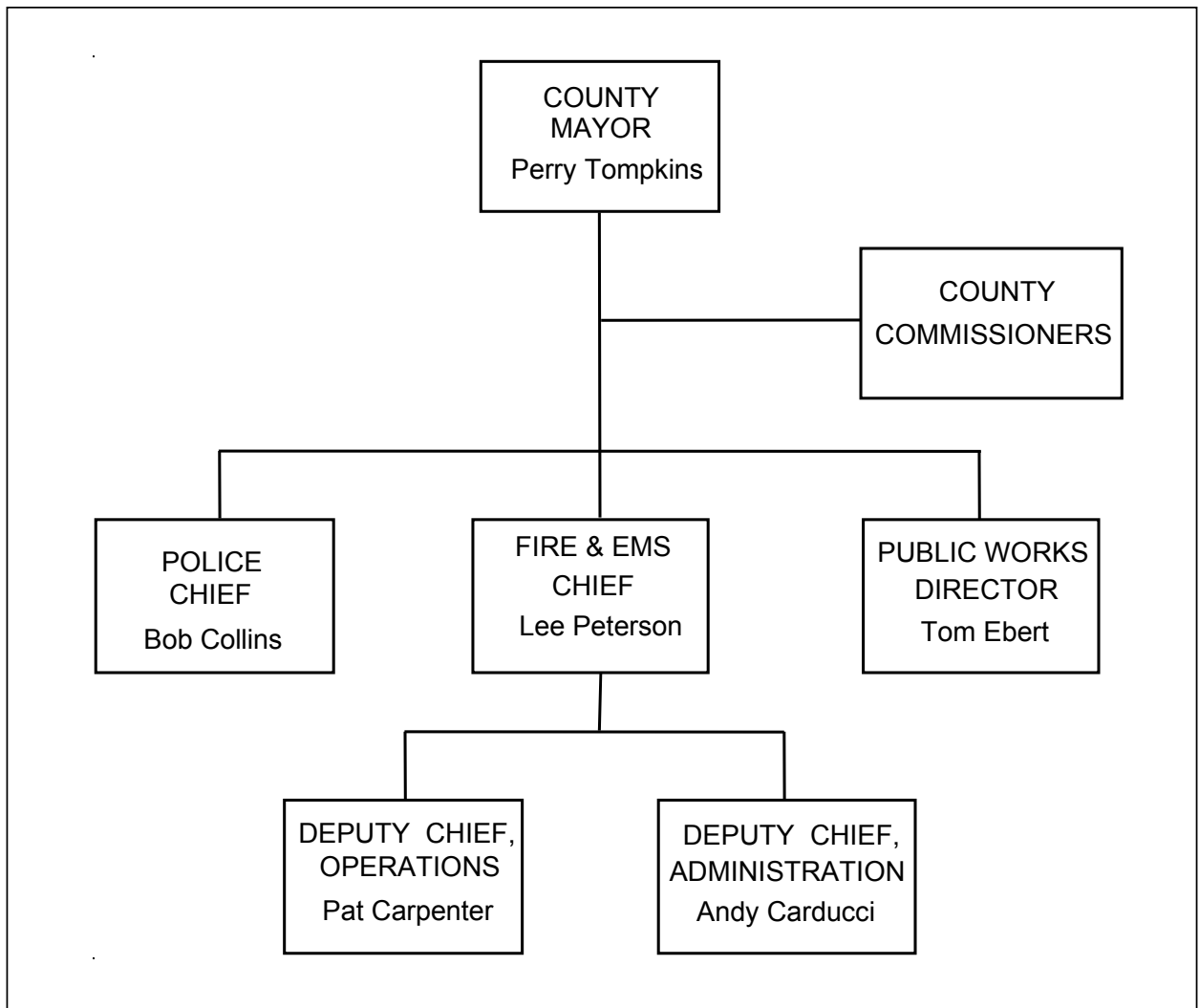
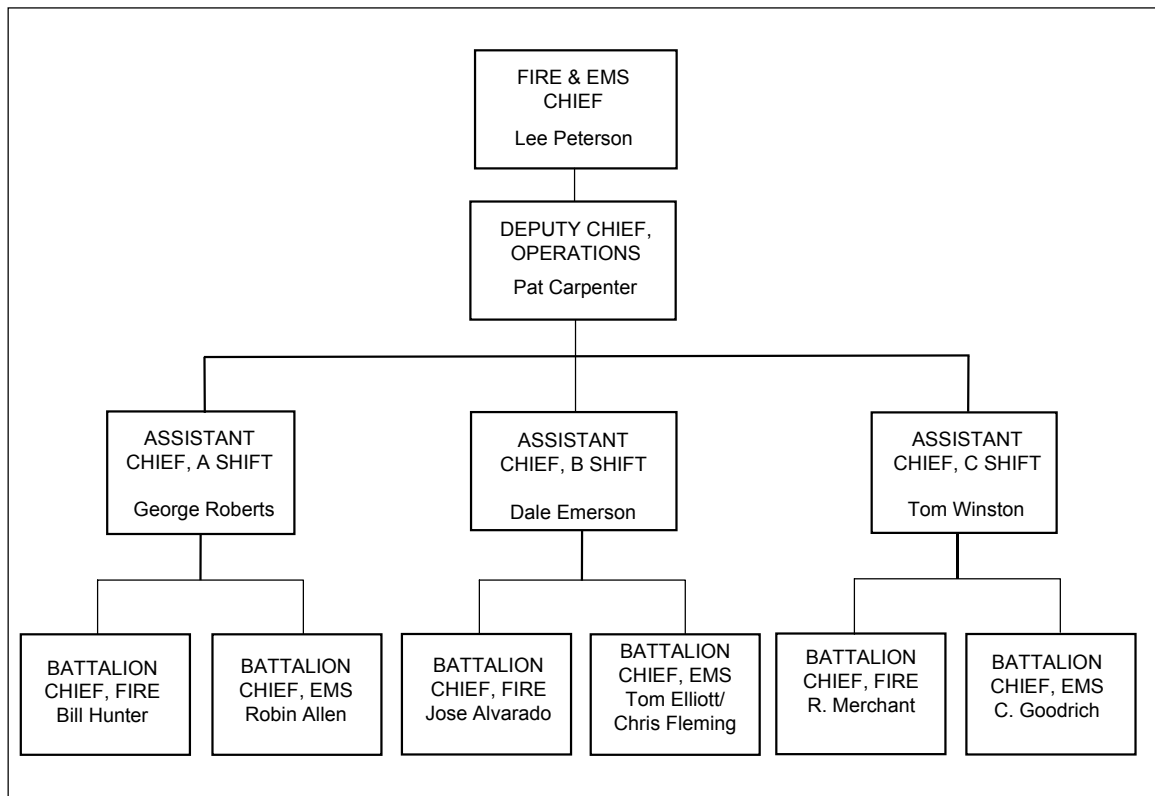


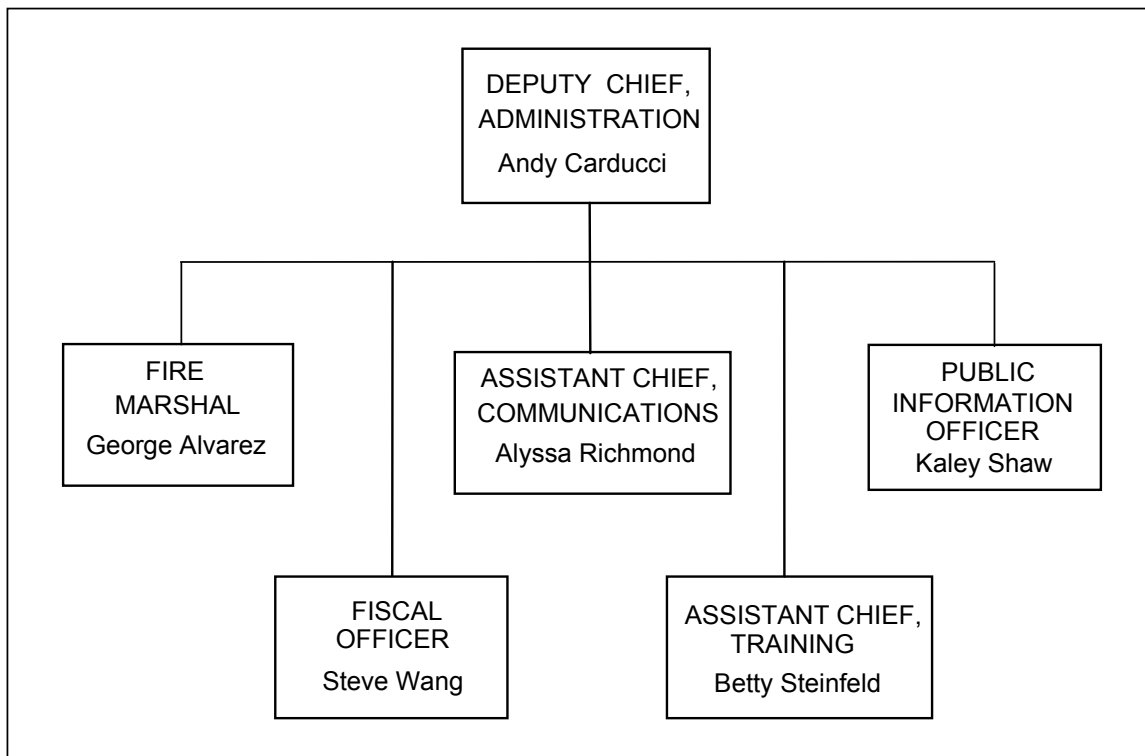
Figure 2. Green County Organization for Public Safety

Each duty shift is headed by an Assistant Chief and two Battalion Chiefs under the Deputy Chief, Operations (figure 3).



**Figure 3. Organization Chart,
Green County Fire & EMS Operations Division**

The Deputy Chief, Administration, is responsible for the Fire Marshal; Fiscal Officer; Assistant Chief, Communications; Assistant Chief, Training; and Public Information Officer (figure 4).



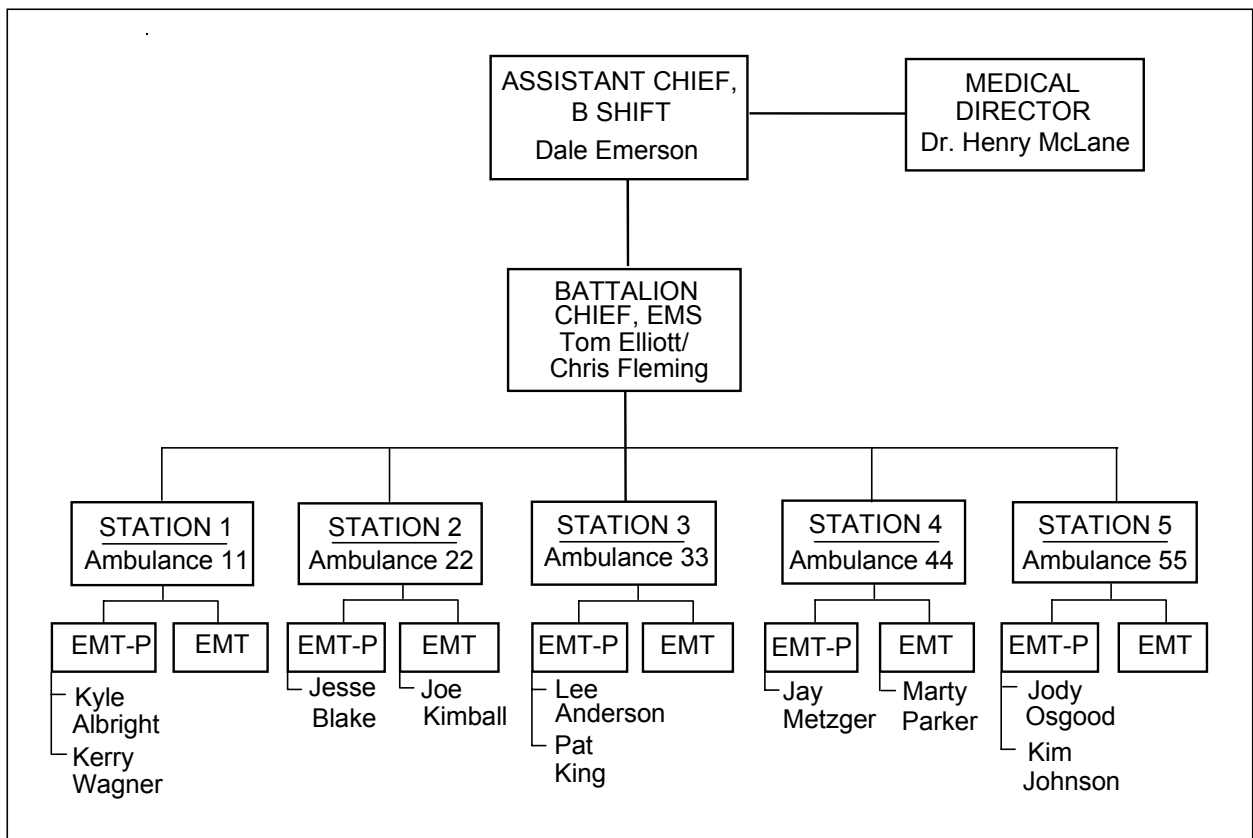
**Figure 4. Organization Chart,
Green County Fire & EMS Administration Division**

Green County Fire and EMS provides fire/EMS service to Greentowne and the remainder of the county through six fire stations (see figure 1). Fire stations 1-5 are staffed on all shifts by career firefighters and EMS providers. Because of its rural location, Fire Station 6 is staffed by two career firefighters per shift supplemented by volunteer firefighters for each response. There is a cadre of reserve personnel on call in Green County to fill in for and assist EMS members.

Green County Fire and EMS shares responsibility with the County EMS Medical Director for operation of the county ambulance service as a division of Fire and EMS. The Medical Director works with the Assistant Chiefs to provide support to the Green County EMS providers. The County EMS Medical Director is a part-time position, currently held by the head of the emergency department at Green County Regional Hospital in Greentowne. Green County Regional is a small, 180-bed, general hospital.

You are acting as Battalion Chief, EMS, for the B shift, responsible directly to the B shift Assistant Chief, Dale Emerson (figure 5). The offices of the Assistant Chiefs and your office are located in Fire Station 1 in the center of Greentowne. Each shift operates five ambulances, one each at Fire Stations 1-5. EMS shift staffing includes eight paramedics (EMT-Ps) and two emergency medical technicians (EMTs), in addition to yourself.

To enhance the response capability of Green County EMS, mutual aid agreements are in effect with Capital City, New State, EMS and Brownsville, East State, EMS. Brownsville is a small community (population 25,000) located in Reds County, northeast of Greentowne.



**Figure 5. Organization Chart,
Green County Fire & EMS, EMS B Shift**

A Battalion Chief, EMS, is responsible for supervising and coordinating the activities of all EMS members on a designated shift under all types of emergency and non-emergency conditions. Under emergency conditions, a Battalion Chief, EMS, is expected to respond

to calls for pre-hospital EMS (as required) to augment the shift EMS members. Under non-emergency conditions, a Battalion Chief, EMS, is expected to:

- Understand, appreciate, and apply the principles of discipline, human relations, and leadership, and to evaluate the quality and results of these factors.
- Conduct post-response debriefs with shift EMS members.
- Inform all shift EMS members of any changes in fire department policies or procedures, or any EMS Medical Director changes to clinical protocols, standard operating procedures (SOPs), or standing orders.
- Coordinate EMS shift staffing with shift members and the shift Assistant Chief.
- Inspect EMS equipment and vehicles for safety and readiness on each shift.
- Perform periodic field audits during each shift to observe performance of EMS members.
- Determine training shortfalls for EMS members.
- Conduct formal and informal training of EMS members as required or directed by the Assistant Chief.
- Evaluate physical fitness and wellness of EMS members to perform all tasks assigned.
- Maintain shift records, file reports, and prepare reports:
 - Record personnel information concerning vacations, sick leave, shift substitutions, and days off on Daily Personnel Record.
 - Perform personnel performance evaluations and promotion potential evaluations.
 - File department bulletins, newsletters, and training bulletins.
 - Maintain vacation schedule, training schedule, and daily activity schedule.

- Maintain and/or prepare inspection reports, maintenance reports, progress reports, monthly activity reports, fuel expenditure reports, and work orders.
 - Review all quality management reports; analyze and use quality management data to enhance vehicle and equipment performance and readiness.
- Attend shift meetings with Assistant Chief and fire suppression Battalion Chiefs.
- Work on committee assignments or as requested by Assistant Chief to develop department plans and procedures, gather information, or enhance department image.
- Coordinate work activities with other shift Battalion Chiefs to maintain continuity and exchange pertinent operational and administrative information.
- Assist Assistant Chief with internal investigations.
- Assist Assistant Chief with department public information, education, and relations (PIER) program.
- Substitute for Assistant Chief, as required.
- Ensure all goals of the department are being met.

Summary of Green County Fire and EMS Policies and Procedures

Shift Rotation occurs in a simple A, B, C, A, B, C,... pattern.

Overtime is permissible at the request of the member, and will be calculated as time and a half. Overtime is never compulsory. At no time is any member's service to exceed 48 consecutive hours.

Vacation Time may be taken at the supervisor's discretion. All vacation requests must be submitted at least one week in advance. Employees may not take vacation time which has not yet been accrued.

Sick/Personal Time may be taken when necessary, and must be used in the year in which it is earned.

Shift Substitutions must be approved by both members' supervisors. The requesting member is responsible for ensuring reliable coverage, and for promptly working the agreeing member's shift in trade. Shift substitutions are not tracked by the department and do not result in a change in pay for either member.

Reserve Emergency Personnel may be used to cover shifts consistent with rank and availability. Reserve personnel are qualified EMTs and EMT-Ps who work for the department on a part-time, as-needed basis. Most reserve personnel are former full-time members who maintain their licensure and continue to work shifts when their current positions or commitments allow. All reserve members are positively available if notified at least 48 hours prior to shift.

Personnel in Training are to serve with a Field Training Supervisor for their first 288 hours. For the first 144 hours, personnel in training are to observe only, and should not be considered as shift coverage.

Member Training courses at Green County Fire Academy are available on a first-come, first-serve basis. Use of the Academy is unlimited for members with their supervisor's approval. Members in training at the Academy will be paid as if working. All other training is compensated at the discretion of the supervisor.

Representing Fire and EMS through lecture, demonstration, etc., requires permission from the Chief, Green County Fire & EMS.

Discipline is to be delivered in a timely manner by the member's direct supervisor. Whenever possible, this should occur during the same shift in which the incident occurred, or during the shift immediately following. Properly administered counseling by superiors is intended to prevent the necessity for later and more severe corrective measures.

Commendations by citizens for outstanding service are to be maintained in the office of the Chief, Green County Fire & EMS, with copies forwarded to the Mayor and the Civil Service Board. Should a member receive such a letter directly from a citizen, he/she shall forward same to the Chief, Green County Fire & EMS, through the chain of command.

Performance Appraisals are the responsibility of the direct supervisor. Appraisals include feedback concerning performance and recommendations for activities which will enhance skills and improve performance. Authority for completing the form shall not be delegated.

Merit Pay Raises will be awarded automatically on the member's anniversary-of-hire date. The amount of the increase is based on the individual's tenure. The supervisor can recommend that the raise not be awarded if performance is considered inadequate. Recommendations for awarding or denying pay increases must be received by the Human Resources Department no later than 14 days prior to the anniversary-of-hire date. If a recommendation to deny a merit increase is not received by that time, the pay increase will be automatic. If the supervisor denies a merit increase, the increase can be reconsidered at 90-day intervals following the denial.

Neatness and Personal Hygiene shall be maintained as befits a member of Fire and EMS. Members shall keep their bodies as clean and free of offensive odors as circumstances will permit. Particular attention shall be paid to oral hygiene and the hands and fingernails.

Regulation Issue Uniforms shall be the responsibility of the member. Members shall report for duty in clean, neatly pressed, fully buttoned and snapped uniforms with name tag and insignia properly secured. All uniforms shall be kept as free of rips, tears, and soiling as possible. When damage or soiling exists, the member shall restore the uniform to acceptable appearance, subject to the approval of the supervisor. If the damage is beyond the member's ability to rectify, the garment of issue shall be turned in to the company officer for review. Spare uniforms shall be kept in an immediately accessible location when on duty. T-shirts may be worn while in quarters after 1800 hours (6:00 PM) only.

Equipment Failures/Absences of a serious nature are to be reported immediately to the shift supervisor. Incident reports regarding a failure or equipment absence to any degree require that an incident report be completed and turned in prior to completion of shift.

Vehicle Accidents are to be immediately reported to the supervisor. Incident reports must be completed prior to the end of the shift. Accidents resulting in serious damage and/or involving private vehicles or property must be reported to GCPD immediately. Drivers involved in such accidents will have driving privileges suspended until completion of the investigation, at which time disciplinary action will be determined by the supervisors.

Apparatus and Equipment Checks are to be performed within 45 minutes of beginning the shift. All checks are to be made with the aid of the appropriate checklist which should be completed at that time. Inadequacies of any kind are to be rectified immediately. Inadequacies of a serious (i.e., life-threatening) nature are to be reported to both the oncoming and off-going battalion chiefs.

Weekly Inventory Control shall be completed each Sunday afternoon to determine that the proper quantity is on hand, that the items are in good operating order or repair, and that the items belong to the assigned unit. The Weekly Inventory Control Sheet is to be completed as the checks are made. Discrepancies should be brought to the attention of the Battalion Chief, who will complete an Inventory Control Discrepancy Sheet to initiate an investigation. Discrepancies that require immediate action may be telephoned in via the chain-of-command to initiate the correction process without delay.

Mutual Aid to Other Departments may be granted by Green County to Capital City, NS, or Brownsville, ES, upon request by the Fire Chief or, in his/her absence, the Duty Chief of the city in need of assistance. Request for assistance shall be initiated through the city's fire and EMS dispatch in accordance with written procedures.

Mutual Aid from Other Departments may be granted to Green County by Capital City, NS, or Brownsville, ES, upon request by the Chief, Green County Fire & EMS or, in his/her absence, the Assistant Chief or Battalion Chief on duty. Request for assistance shall be initiated through Green County Fire and EMS Dispatch in accordance with written procedures.

Prehospital Care Reports shall be considered part of the patient's medical records and are to be considered confidential and not under the domain of public record.

Prehospital Care Report Abbreviations and Codes

CALL:

- A Emergency
- B Non-emergency

DISP OF CALL (Disposition of Call):

- A Transport
- B Nontransport

PT TAKEN TO:

- GCR Green County Regional
Hospital
- CCM Capital City Memorial
Hospital

NATURE OF RUN:

- A Person down
- B Diabetic emergency
- C Cardiac arrest
- D Auto accident
- E Drowning victim
- F Cardiac emergency
- G Downed aircraft

PROTOCOL USED:

- A O₂
- B Cardiac Arrest
- C ETT
- D Defibrillation
- E Diabetic emergency
- F IV
- G Medications
- Q Spine and neck immobilization
- ZZ Unknown illness

ATT:

Attendant A, B, or other provider

ANATOMY OF INJURY:

- A 2°/3° Burns > 15% BSA
- B Paralysis
- C Amputation prox. to wrist or ankle
- D Vehicle in excess of 40 m.p.h.
- E Penetrating injury to head, neck, chest,
abdomen, or groin
- F Ejection from auto

GLASGOW COMA SCALE

Motor Response:

- | | |
|------------------|---|
| Obeys Command | 6 |
| Localizes pain | 5 |
| Withdraw (Pain) | 4 |
| Flexion (Pain) | 3 |
| Extension (Pain) | 2 |
| None | 1 |

Eyes Opening:

- | | |
|-------------|---|
| Spontaneous | 4 |
| To voice | 3 |
| To pain | 2 |
| None | 1 |

Level of Consciousness/Verbal

Response:

- | | |
|------------------------|---|
| Oriented | 5 |
| Confused | 4 |
| Inappropriate words | 3 |
| Incomprehensible words | 2 |
| None | 1 |

IF TOTAL IS LESS THAN 13,
TRANSPORT TO LEVEL 1
TRAUMA CENTER

**Management of Emergency Medical Services
Green County Background Materials Study Questions**

- 1) Describe Chris Fleming's chain of command to the mayor.

- 2) Total number of assistant chiefs for A, B, and C shifts. _____
- 3) Is the medical director a full time position? Yes No
- 4) How many ambulances operate on B shift? _____
- 5) Which of Chris Fleming's specific nonemergency responsibilities do you feel is most important?

- 6) Shift meetings include what chief levels?
- 7) Do shift substitutions result in a pay change for either member? Yes No
- 8) A vacation request must be approved at least 10 days in advance. True False
- 9) What are the maximum number of hours that a member can work continuously as defined in the overtime policy? _____
- 10) If a merit increase is denied by a supervisor, in what periods of time is a reconsideration allowed? _____
- 11) In what period of time must an incident report be filed after an equipment failure has occurred? _____
- 12) Who should inadequacies of apparatus and equipment be reported? _____
- 13) Are patient records in Green County a matter of public record? Yes No

COURSE GOAL AND COURSE INTRODUCTION

Course Goal

Provide training on the knowledge, skills, and abilities required for first-line management of Emergency Medical Services (EMS) personnel, operations, and equipment. In addition, provide a forum for students to exchange ideas and individual viewpoints regarding current and future issues relating to the management of EMS.

Course Introduction

The original MEMS course in the 1970's was designed to assist students in planning, developing, and implementing an EMS program. Course content addressed those subject areas pertinent to any agency starting up an EMS program. As a greater number of EMS programs came on line around the country, the MEMS student population began to attract greater numbers from those organizations, with new and different management issues. Accordingly, the MEMS course began to change to meet the needs of the changing student population. By 1984, most of the original MEMS course content had been changed completely or dropped from the course.

In 1986, the MEMS course underwent a major review and update. The resulting course keyed upon students representing established EMS programs and the management issues likely to be encountered in those programs. Because a significant percentage of the new EMS organizations were under a fire service umbrella, the revised MEMS course fit nicely into the National Fire Academy (NFA) curriculum structure.

Like the original course, the 1986 version of MEMS continued to change and reflect new issues and trends in EMS management. The course review process also benefited from student input and critiques. In October 1992, a Curriculum Advisory Committee (CAC) was convened at NFA to conduct an indepth review of the Academy's EMS curriculum offerings with the objective of projecting course requirements into the 21st century. The CAC was comprised of EMS experts from around the country, who represent diversity in geography, system configurations, system designs, and areas of responsibility. The Committee identified EMS content areas that would support future course development. One of the areas, *Introduction to EMS Management*, closely corresponded to the existing MEMS course structure and was assigned the highest priority for development. The current MEMS course was designed during the fall of 1993 and piloted in April 1994 to meet that need. The current MEMS course content was developed from recommendations provided in the report of the 1992 Curriculum Advisory Committee, an extensive review and extrapolation of material and issues from current EMS literature, input from EMS subject matter experts (SME's), and design guidance from the U.S. Fire Administration USFA and NFA.

The goal of the current MEMS course is to provide you with an inventory of management skills that can be taken back to the work environment and demonstrated on the job. MEMS uses an innovative teaching method that requires you to demonstrate effective management skills rather than just indicating, through rote testing, a knowledge of management skills.

Because many adults learn by observing someone else and then practicing that behavior themselves, a significant feature of the instructional process in this course is the use of models--both paper and peer. In many of the exercises, you will be given the opportunity to observe your classmates to see how they handle an issue. In several of the exercises, you will be given the opportunity to "observe" someone else manage the exercise by reviewing a paper model of how that "person" completed the exercise. The model is not meant to represent the only right or correct answers; it is just one effective way to handle the exercise, as judged by your peers and supervisors.

Teaching management skills is not effective unless there is ample opportunity for you to practice the appropriate behaviors in a job-relevant context, followed by feedback on your ability to demonstrate the appropriate behaviors effectively. Only if you actively practice these skills will you leave the course with improved management skills.

MEMS is comprised of five modules of instruction that, taken together, progress through EMS activities that might confront a first-line EMS manager in a hypothetical city or community. Day one of the course provides for coverage of NFA administrative material, student/instructor introductions, a discussion of basic leadership and management concepts, and an introduction to the exercise scenario that will unfold during the course. The course will provide you with realistic simulations that you can relate back to your job. The remainder of the two-week course expands upon basic leadership and management issues, effective management of human resources, EMS system resources, interactions with external organizations, and discussions of current and future management issues in EMS. **Most of the requisite technical data (knowledge) is presented through outside reading requirements.** You are accountable for the technical knowledge through demonstration and practice as the learning experience progresses.

The scope of MEMS is by design very broad and affords you with ample opportunity to explore many EMS areas and issues. You are encouraged to expand the scope of any discussion to include specific problem areas or issues that you have encountered. Instructors have a responsibility to keep the course on track, but also have the leeway to meet the needs of individual classes. However, coverage of an unplanned topic may require after hours discussion to complete.

As a resident program course at NFA, MEMS puts you into a unique campus environment that enhances the learning experience. Although you and your fellow students are from an EMS background and face many of the same types of problems, you will discover quickly that there are many different approaches and solutions to those same problems. The resident environment encourages student sharing of issues, ideas, problems, and solutions both in and out of the classroom. Research indicates that students often benefit as much from professional out-of-class learning opportunities as they do from the course itself. Classroom activities are designed to

promote maximum student interaction, group participation, and shared study. At the same time, the requirement for independent research affords you an opportunity to leave your own mark on the class. What you take home from the MEMS course is related directly to your willingness to participate and learn from the experience.

We have covered to some extent the scope of the MEMS course. However, it is important to point out the areas that MEMS does not cover. MEMS does not deal with any clinical problems, protocols, or specific patient care procedures. Neither does it cover startup procedures for a new EMS service, or initial EMT/paramedic training requirements or qualification. The course also avoids putting you, the EMS first-line manager, on the street. Throughout the course, you will be placed "in the middle," with pressure being applied from the EMS street provider for advice, counsel, and support, and from the EMS system manager/medical director for system accountability and operation. Occasionally, you will experience additional pressure from external agencies and organizations.

Finally, MEMS stresses the application of effective leadership and management principles by a first-line EMS manager in the unique environment of prehospital emergency medical services. However, while dealing with the unique challenges of providing responsive emergency medical services, EMS managers must view their system concurrently as an operational business entity. This theme is addressed in many of the courses taught at the NFA in an effort to break down older, more traditional concepts. These more rigid concepts keep many fire departments from moving forward in a competitive business sense with other governmental agencies. In areas such as personnel management, financial management, quality management, and executive development, fire service agencies face problems similar to other businesses. Therefore, it is imperative that fire service and EMS managers use current, effective business practices when managing their service agencies. Although you are given the special problems and emergency situations of "the street," your management role places you in the position of running a business for your community. Community leaders and the general public expect you to be an effective manager, and they hold you accountable for your performance. The staff and faculty at NFA trust that your participation in the MEMS course will be rewarding and beneficial to you personally and, after you leave NFA, will benefit the agency and community you represent.

NFA WELCOME PACKAGE

Due to increased security precautions, students are required to carry a photo ID at all times while on campus. If you do not have a photo ID, you will not be permitted on campus.

Below is information to help you plan your travel to the National Emergency Training Center (NETC). Even if you've taken classes at NETC before, please read it carefully--*procedures may have changed since you were here last, and you will be responsible for complying with the current procedures.* The last page of this package is entitled 'Contact Information.' We suggest you print it and provide a copy to your family or office staff in case they need to contact you while you are here. If you have any questions, you may call us at (800) 238-3358 or (301) 447-1000. When you reach the operator, ask for one of the following extensions:

- Housing/Transportation---1048/1113
- Admissions---1035
- Food Service---1551



TRAVEL



By Air:

- You must make your own travel arrangements.
- Enclosed, in your acceptance letter, is a page entitled 'Course Specific Information.' It describes the specific travel information for the course you are attending and how to sign up for shuttle transportation from the airport to NETC. Please reference your pink 'Course Specific Information' sheet for specific shuttle pick-up and departure times before making flight arrangements.

If driving:

- You may arrive on campus any time after 12 noon the day before your course begins.
- You must depart campus after the end of your course, except for courses with a next-day departure date.
- Student parking is provided north of the NFA classroom building (J Building).
- Your vehicle must be registered at Housing/Security for stipends/security reasons, even if you do not stay on campus.

Directions to NETC:

- ♦ **From Baltimore:** I-695 (Baltimore Beltway) to I-70 West (towards Frederick) to Route 15 North to Emmitsburg. Left turn off Route 15 to South Seton Avenue. 2nd Right onto campus (tree-lined drive).
- ♦ **From Washington:** I-495 (Washington Beltway) to I-270 North (towards Frederick) to Route 15 North to Emmitsburg. Left turn off Route 15 to South Seton Avenue. 2nd Right onto campus (tree-lined drive).
- ♦ **From Philadelphia and East:** Pennsylvania Turnpike West to Harrisburg, Exit 17 (Route 15). Go South on Route 15 to Emmitsburg. Right turn off Route 15 to South Seton Avenue. 2nd Right onto campus (tree-lined drive).
- ♦ **From Pittsburgh and West:** Pennsylvania Turnpike East to Harrisburg, Exit 17 (Route 15). Go South on Route 15 to Emmitsburg. Right turn off Route 15 to South Seton Avenue. 2nd Right onto campus (tree-lined drive).



REGISTRATION

Where do I register?

- Class, dormitory, and vehicle registration will be completed in Building C Lobby.
- You may have to walk some distance to your lodging. We recommend you bring luggage with wheels.

If I'm claiming travel reimbursement, what do I need at registration?

- A copy of a check (**not a deposit slip!**) for the account that bears your name, **NOT** your organization or another individual. We've found it speeds up registration if you fax the information to the admissions office (301-447-1441) **PRIOR** to your course start date. Please include your name, Social Security Number, and course code/title/date on the fax.
- If your account is with a credit union, or if the account is payable through another bank, please have the bank provide you with the routing and account numbers for ACH deposit.
- If you do not have a personal account, please contact the Admissions office (301-447-1035) prior to your arrival for further instructions.
- **By Air/Train:**
 - ♦ Airline/train ticket - (ticket should be 21-day pre-purchase, non-refundable)
 - ♦ If you have an electronic ticket, you must submit the itinerary receipt (with ticket number and actual payment amount shown as having been paid).
 - ♦ If you are requesting additional reimbursement for transportation/lodging/meal costs, you must submit **original receipts and you should request prior, written approval for these expenses.**
- **Driving:**
 - ♦ automobile registration
 - ♦ odometer readings
 - ♦ license tag number
 - ♦ If you are driving a state, county or municipal vehicle, you must submit a statement from the owning agency stating that they are aware that the student will receive the reimbursement.

What if I'm here for back-to-back courses?

If you stay off campus between the two courses, you must check out of housing (turn in the keycard and remove your belongings). You will be assigned a new room upon your return.

If you choose to leave campus between courses, your stipend will only encompass one trip.



LODGING

Must I call to make a lodging reservation?

- No, rooms are randomly assigned once you are accepted into a course. Because of the random assignment of rooms, you may/may not be lodged in the same building as your classmates.
- We make every effort to ensure you have a single room. However, if the student count is high, you may be doubled with another student. **PLEASE DO NOT CALL TO REQUEST A SINGLE ROOM.**

Is there a charge for lodging?

- If you are eligible for stipend reimbursement (see 'Reimbursement' section), you do not pay for lodging.
- If you DO have to pay for lodging, the current charge is \$30/day.
- NETC accepts cash, personal check, travelers check, and credit card (American Express, VISA, MasterCard and Discover).

What if I want to stay off campus? If you choose to stay off campus, it will be at your own expense.

What amenities are in each room?

- private bathroom
- TV and clock radio
- refrigerator
- Linens and towels, with daily housekeeping service.
- telephone with voice mail
- receptacle for laptop computers, accessible via credit card, third party or collect billing. **Please check with your internet carrier before you arrive to see if they have a local account in our area.** You should consider bringing a longer cord if you are bringing your laptop computer.

Are there laundry facilities available?

- Yes, there are coin-operated washers and dryers in each lodging building.
- Laundry supplies may be purchased at the convenience store on campus.

May family, friends or pets be lodged on campus?

- No, relatives or friends of NETC students are not allowed in the rooms, and they cannot be lodged on campus. Upon request, the NETC Housing Office will provide information regarding local off campus accommodations; however, you are responsible for arranging and paying for those accommodations.
- Animals are not allowed in campus housing, except for seeing-eye and other guide dogs. Please notify the housing office in advance if you will be bringing a guide dog.

What time must I check out of my room? Check out time is **9:00 a.m.** You may leave your luggage until 9:30 a.m., but it must be packed and by the door. When you return for your luggage, please do not use the bathroom facilities--the room will have been cleaned for the next occupant. Please return your key card to the front desk by 9:30 a.m.--you will no longer have access to your room after that time.

DESS CODE

It is each student's responsibility to use good judgment in selecting attire which projects a professional image, and is appropriate for both climate differences and classroom activities. If NFA staff determines that your attire is inappropriate, you will be required to change into more appropriate clothing before continuing class.

Acceptable attire for classroom settings

MALES: Shirts with collars, slacks, nice jeans, including departmental uniforms (no T-shirts), shoes and socks. Optional items include sweaters, sport coats, ties, etc.

FEMALES: Dresses, blouses with slacks or nice jeans, skirts, split skirts/skorts, including departmental uniforms (no T-shirts), and shoes. Optional items include sweaters, blazers, etc.

- **Acceptable attire for Graduation:**

MALES: Class shirts or dress shirts with ties and dress slacks, suits, sport coats, or departmental dress uniforms.

FEMALES: Class shirts or blouses with dress slacks or skirts, suits or dresses, or departmental dress uniforms.

- **Shorts, sleeveless shirts, ball caps, flip flops, etc., ARE NOT permitted in classrooms, auditorium, or dining hall. Bathing suits/trunks are not permitted outside the pool area. Dresses, skirts, split skirts/skorts should be no higher than 1" above the knee (no mini skirts).**

ATTENDANCE POLICIES

Attendance:

- **You are required to attend all sessions of the course. If you don't, you will not receive a certificate and your stipend WILL be denied.**
- **NFA students are limited to one reimbursable trip per fiscal year (Oct 1-Sep 30). This means that you will not be considered for another course (excluding pilot offerings) during the fiscal year without notifying us in advance that you will relinquish your stipend reimbursement.**

Substitutions:

- **Substitutions for NFA courses are made from waiting lists; slots do not belong to the departments.**
- **All requests to consider an equally qualified person must be in writing and be accompanied by a completed General Admissions Application (FEMA Form 75-5) for the substitute.**

Cancellations: Please read your acceptance letter for details, since you may be denied admission to future NFA or EMI courses for 2 fiscal years.

NETC POLICIES/INFORMATION

There are no connections for mobile homes or recreational vehicles available at NETC.

Conduct:

- **Federal Regulations (available at the LRC).**
- **FEMA and NETC Instructions (available at C Lobby, NETC Info Centers, and on NETC Intranet web site).**

Smoking:

- **All buildings on campus are **NON-SMOKING**, with the exception of the Command Post Pub.**
- **If you smoke in your room, you may be asked to leave campus, relinquish your stipend reimbursement, and be charged to clean the room.**

Firearms: Prohibited on campus!

Due to heightened security requirements, please understand that security and law enforcement personnel may search you, your vehicle or your luggage. Maryland law is very narrow in its definition of Law Enforcement Officers who may carry firearms. For your own protection, and to expedite your processing into NETC, **do not bring any firearms to campus.** Sworn and state POST certified officers and federal officers or local officers with concurrent jurisdiction who require a firearm for the performance of **required official duties** must obtain an exception from the Director of Support Services or the NETC Security Specialist prior to arrival on campus. If you have any questions concerning firearms on campus, please call (301) 447-1422.

Alcoholic Beverages: Consumption of alcoholic beverages is limited to the Pub & Log Cabin. Alcohol is not allowed in lodging rooms or vehicles, and will be confiscated.

Medical services:

- All medical expenses are your responsibility.
- Local hospitals accept medical insurance identification, cash, check, or major credit card.
- International students should be prepared to pay for medical services in the event the hospital or doctor does not accept foreign insurance coverage.

Student Word Processing Center (located in D Basement):

- Provides IBM® compatible Microcomputers with Internet access and printing capabilities.
- System uses Microsoft 98 and is being upgraded to 2000.

Telephones:

- Outgoing calls can be placed from your lodging room via calling card, collect, or third-party billing.
- Telephones accepting telephone credit cards and providing operator-assisted calls are located in all lodging buildings. The telephones do not accept coins.

Faxes:

- You may receive fax messages (4-page limit) in the Housing Office at (301) 447-1324.
- Anything over 4 pages must be sent by overnight mail.
- Fax services--available at the convenience store for a fee.

Automatic teller machines (located off campus): Inquire at the registration desk at Building C for directions.

Public Transportation: Limited service. Inquire at the registration desk at Building C, or contact the campus convenience store.

NETC recreational activities include:

- Gym with running track
- Exercise room
- Swimming pool
- Tennis/basketball/volleyball (sand and inside) courts
- Bicycles and helmets

Nearby points of interest/recreational facilities:

- National/State parks
- Historic Gettysburg (tours available)
- Golf
- Swimming
- Snow skiing



REIMBURSEMENT



Frequently asked questions/answers about reimbursement procedures are enclosed. Please read them carefully. *If you have any questions about your eligibility to receive a stipend, please email us at netc-admissions@fema.gov or call (301) 447-1035.*

If you take a side-trip or travel on days other than the established travel days, your reimbursement will be limited to the state ceiling fare. Any other exceptions to travel must be in writing and faxed along with documentation to (301) 447-1441, AND approved in writing prior to your course start date. *Otherwise, you will only be reimbursed the state ceiling amount.*

Who is eligible for reimbursement?

- State or local government representatives
- Recognized volunteer organization representatives
- Active emergency management organization representatives

Who is NOT eligible for reimbursement?

- Federal government or private industry employees
- Employees who are contracted to State or local government entities
- Representatives of a foreign organization
- Foreign temporary employees of U.S. organizations

How will I be reimbursed? Reimbursement will be electronically deposited into the checking or savings account that you identify. Reimbursement will only be made to an account that bears your name. You shall be responsible for reimbursing your department, if applicable. This is a result of increased restrictions by the receiving financial institutions.

- If you do not have a personal account, please contact the Admissions office (301-447-1035) prior to your arrival for further instructions.

If I flew, what will I be reimbursed?

- You will be reimbursed the cost of only one round-trip ticket for each course or back-to-back courses you attend.
- You will be reimbursed the cost of a direct route **21-day pre-purchase, non-refundable** ticket for round/trip transportation by common carrier (economy coach class or less). **It is your responsibility to find the cheapest ticket available--this may or may not include at least one stop in either or both directions.** Failure to do so may result in your reimbursement being limited to the ceiling shown in the enclosed **Reimbursement Ceiling Listing**. *To eliminate the perception of misuse of government funds, **FIRST CLASS, BUSINESS CLASS and REFUNDABLE AIRLINE TICKETS WILL NOT BE REIMBURSED AT FULL FARE, unless you request, in writing, an exception PRIOR to your course start date, and have received an approval.** Otherwise, you will only be reimbursed the state ceiling amount.*
- If you did not purchase the **21-day, non-refundable** ticket, or if your ticket does not state "non-refundable", your reimbursement will be limited to the state ceiling.
- Use of frequent flier miles toward the purchase of a ticket is **NOT** reimbursable.
- If an e-ticket is used, a copy of the receipt must be provided. This is usually the same information needed by airport security.

If I drove, what will I be reimbursed?

- You will be reimbursed the current Privately Owned Vehicle (POV) Federal mileage allowance, or the state ceiling, **WHICHEVER IS LESS.**

- POV mileage is subject to validation.
- Reimbursement for POV mileage may be denied if you do not register your vehicle with the Housing Office.
- If someone is dropping you off, you must have the vehicle verified by the Housing office prior to the vehicle departing campus.
- If you carpool with another student, only the driver will be reimbursed.
- If you drove a rental car, your reimbursement is limited to the POV allowance.

If I took a train or bus, what will I be reimbursed?

- Your reimbursement is limited to the state ceiling.
- You must provide copies of the tickets actually used.
- Reimbursement shall not include costs for sleep accommodations on the train.

If I save money on my airfare, will I be reimbursed for extra expenses? Yes, IF your class is 5 days or less in length with no Saturday stay over, and you save a minimum of \$250 off the cost of a 21-day pre-purchase non-refundable round trip economy class common carrier ticket. To do this, submit **written** documentation of the savings -- this can consist of a price quote from a travel agent, itinerary copies of both the original price and the cheaper fare, OR copies of both fares from the Internet. If you do not acquire written approval from Admissions prior to the course date, the extra expenses may not be reimbursed. The following options apply:

- a.) **You may stay on campus 1 night prior to your regularly scheduled arrival date if lodging is available.**
- ♦ Call the Housing/Transportation Office at (301) 447-1048/1113 to see if housing and/or transportation is available to NETC on your travel day.
 - ♦ If lodging or transportation is not available, we may reimburse you up to \$90 to cover your lodging or transportation expenses. You must provide original receipts.
 - ♦ If you carpool using a rental car, the rental agency must list (as passengers) all students claiming reimbursement on the rental agreement or only the driver will be reimbursed.
- b.) **You may stay in the Baltimore/DC metro areas before or after your course.**
- ♦ If you save at least \$250 in airfare as noted in the terms above, you may be reimbursed \$90/day (2-day limit for savings over \$500) for lodging/transportation expenses/meal costs. If you carpool using a rental car, all students claiming reimbursement must be listed (as passengers) on the rental agreement or only the driver will be reimbursed. Original receipts must be provided.
 - ♦ If you will stay in the DC metro area after your course ends, ask for a Stipend Agreement Amendment (FEMA Form 75-3a) when you register. When you return home, mail it with **original** receipts to Admissions, Room I-216, 16825 South Seton Ave, Emmitsburg, MD 21727 within 60 days of the start date of the course, or reimbursement WILL BE DENIED.



FOOD SERVICE

Must I purchase a meal ticket?

- If you stay on campus, you **must** purchase a meal ticket.
- If you stay off campus, you **must** purchase a break ticket, currently \$2/day.
- If you don't purchase the appropriate ticket, you may be asked to leave the course and we will deny your request for reimbursement.

What is the cost?

- Your meal ticket cost is identified in your acceptance letter.
- The "Course Specific Information" enclosure identifies what meals are included.
- Meals other than those included in your meal ticket are to be paid for by cash.

What if I'm here for back-to-back courses?

- Your meal ticket includes the time between the two courses.
- If you stay off campus between the two courses, you must notify the food service contractor at the beginning of your stay. If you don't, you will be charged for the entire time.

How do I pay for my meals?

- Cash
- Traveler's checks
- State or Local government checks
- Advanced payment by department check. Please notify your department to include: your name, course code and course date on the check, and send it to the food service contractor at Building K, 16825 S. Seton Avenue, Emmitsburg, MD 21727. If you need the food service Federal ID#, please call (301) 447-1551.
- Purchase order payable to the food service contractor
- Credit card (MasterCard or VISA)
- The foodservice contractor **DOES NOT** accept personal checks.

What if I will not be on campus for the first and last meal identified as part of my meal ticket? You must notify the food service contractor at least 1 week prior to your course start date. If you do not, you will be obligated to pay the full amount.

May I get a refund on my meal ticket? There are no refunds except for emergency departures!

What if I'm on a special diet? Please call the food service contractor (301-447-1551) at least 2 weeks prior to arriving at NETC. They will make arrangements to meet your needs. If you don't make arrangements prior to your arrival, you will be responsible for purchasing the normal meal ticket.

What happens if the bus arrives after the dining hall has closed?

- The food service contractor will provide you with a boxed dinner.
- Snack food is available at the Command Post Pub.

Please continue scrolling for more information.

CONTACT INFORMATION

How do I get a telephone call?

- ◆ The caller may dial your direct extension (301-447-xxxx). If requested, you will be provided with your extension at check-in. Numbers are NOT given to anyone else.
- ◆ The caller may dial (301) 447-1048. The Student Coordinator will either transfer the call to your room or take a message and place it on the message board located in 'C' Lobby, which you should check daily.
- ◆ The caller may dial (800) 238-3358, ask to be transferred to the housing office, and leave a message. The switchboard operator **WILL NOT** transfer calls through the 800 toll-free number directly to your room.

What if the call is an emergency?

- ◆ The caller should state that the call is an emergency.
- ◆ The message will be delivered to you immediately unless you are not on campus.
- ◆ If you are leaving campus for a period of time, you should notify security where you can be reached.

How do I get mail?

- ◆ Mail is delivered to C Lobby Monday through Friday, except Federal holidays.
- ◆ All packages are x-rayed and no delivery is provided on weekends or holidays.
- ◆ Letters or packages should not be mailed to reach NETC BEFORE you arrive, since mail-holding areas are not available. Mail received when you are not on campus will be automatically returned to the sender.
- ◆ Outgoing mail should be deposited in the mailbox located near 'K' building (Dining Hall). The NETC mailroom cannot mail outgoing items for students.
- ◆ Address:

(Your name)--Student
National Emergency Training Center
Building C, Room (**Room numbers are provided upon arrival**)
16825 S. Seton Avenue
Emmitsburg, MD 21727



National Emergency Training Center
16825 South Seton Avenue
Emmitsburg, Maryland 21727

THIS TABLE WILL BE USED TO DETERMINE REIMBURSEMENT FOR THOSE STUDENTS WHO:

- **Choose to drive**
- **Do not purchase the 21-day pre-purchase non-refundable tickets**
- **Purchase refundable tickets without a written approved exception**
- **Take side-trips or extended stayovers without a written approval**

STATE	SAT STAYOVER	NO SAT. STAYOVER
AK – Alaska	\$750.00	\$785.00
AL – Alabama	\$325.00	\$380.00
AR – Arkansas	\$320.00	\$370.00
AZ – Arizona	\$420.00	\$485.00
CA – California	\$490.00	\$585.00
CO – Colorado	\$455.00	\$550.00
CT – Connecticut	\$215.00	\$220.00
DC – District of Columbia	\$75.00	\$75.00
DE – Delaware	\$120.00	\$120.00
FL – Florida	\$350.00	\$360.00
GA – Georgia	\$350.00	\$360.00
HI – Hawaii	\$870.00	\$900.00
IA – Iowa	\$370.00	\$460.00
ID – Idaho	\$500.00	\$500.00
IL – Illinois	\$300.00	\$300.00
IN – Indiana	\$350.00	\$350.00
KS – Kansas	\$355.00	\$355.00
KY – Kentucky	\$360.00	\$460.00
LA – Louisiana	\$340.00	\$385.00
MA – Massachusetts	\$250.00	\$250.00
MD – Maryland	\$75.00	\$75.00
ME – Maine	\$330.00	\$390.00
MI – Michigan	\$355.00	\$415.00
MN – Minnesota	\$385.00	\$585.00
MO – Missouri	\$315.00	\$315.00
MS – Mississippi	\$315.00	\$370.00
MT – Montana	\$575.00	\$765.00
NC – North Carolina	\$315.00	\$315.00
ND – North Dakota	\$480.00	\$880.00
NE – Nebraska	\$340.00	\$470.00
NH – New Hampshire	\$180.00	\$180.00
NJ – New Jersey	\$150.00	\$150.00
NM – New Mexico	\$385.00	\$385.00
NV – Nevada	\$440.00	\$550.00
NY – New York	\$215.00	\$260.00
OH – Ohio	\$280.00	\$300.00
OK – Oklahoma	\$360.00	\$490.00
OR – Oregon	\$450.00	\$465.00
PA – Pennsylvania	\$120.00	\$120.00
RI – Rhode Island	\$225.00	\$230.00
SC – South Carolina	\$375.00	\$395.00
SD – South Dakota	\$430.00	\$740.00
TN – Tennessee	\$320.00	\$320.00
TX – Texas	\$350.00	\$420.00
UT – Utah	\$425.00	\$480.00
VA – Virginia	\$140.00	\$140.00
VT – Vermont	\$300.00	\$530.00
WA – Washington	\$450.00	\$460.00
WI – Wisconsin	\$365.00	\$385.00
WV – West Virginia	\$200.00	\$200.00
WY – Wyoming	\$510.00	\$670.00

NOTE: If you are from a trust territory, you need to contact the admissions office regarding reimbursement restrictions.

FREQUENTLY ASKED REIMBURSEMENT QUESTIONS

1. **Why must I be reimbursed electronically?** Public Law 104-134 mandates that after January 1, 1999, all Federal payments shall be made by electronic funds transfer unless a waiver is obtained from the Secretary of the Treasury.
2. **If my organization paid for my ticket, may I request that the reimbursement to go to them?** No. Due to increased restrictions by the receiving financial institutions, we will only deposit money into an account bearing your name. It shall be your responsibility to reimburse your organization. This policy was effective on January 1, 2002.
3. **What if I don't have a checking account?** The money can be deposited into a savings account. You need to call the admissions office (301-447-1035) and we will send you a form to complete. If you don't have a checking or savings account, you **MUST** submit a letter stating that fact, and a check will be sent to your home address. However, your reimbursement will take longer (up to 12 weeks).
4. **How will I know when it's deposited?** The entry in an account may differ from bank to bank, but most likely it will be listed as "FED SALARY FEM2 TREAS" and will probably **NOT** have your name next to it.
5. **How long will it take for me to receive reimbursement?** The reimbursement should be made to your account no later than 6-8 weeks from the course start date. If after 8 weeks you still haven't received your reimbursement, please call the admissions office at (301) 447-1035 or email us at netc-admissions@fema.gov to check on the status of your claim.
6. **Do I receive reimbursement for travel to and from airport or parking and shuttles?** No, those expenses are part of the student's share of the stipend program.
7. **Will I be reimbursed for my meals?** No, that expense is also part of the student's share of the stipend program.
8. **What information should I bring when driving my POV?** You must show a picture ID, registration card, and have your odometer readings and license tag number **PRIOR** to receiving your room key. Some states do not require the registration to be in the vehicle. However, you must submit a copy of your POV registration to be eligible for a stipend.
9. **What documentation do I need if I am driving my organizational vehicle and they want to be reimbursed for my mileage?** In addition to the information listed in question #8, you also need a statement from your organization, on organization letterhead, stating that reimbursement is requested. If you carpool with another student, only one driver will be reimbursed. As stated in #2, the reimbursement will be made to your account, and it will be your responsibility to reimburse your organization.
10. **What is the basis for the driving mileage allowance?** Your reimbursement will be limited to the current POV Federal mileage allowance, or the state ceiling, **WHICHEVER IS LESS**. POV mileage is subject to validation.
11. **What if I am submitting an electronic airline ticket?** You must submit the itinerary invoice (listing the ticket number and showing that payment was made) at registration. If it does not identify that the ticket is non-refundable, you need to have the travel agency or airline provide you with documentation that the ticket is either non-refundable or the cheapest fare available at the time you purchased your ticket. If you do not provide the documentation to us, we will only reimburse you for the amount shown as your state's ceiling amount on the reverse of this page.
12. **What do I need to provide if I take a side/extended trip?** If the cost is less than your state's ceiling amount, you will be reimbursed for the cost of the ticket.. If the cost is higher than your state's ceiling amount, reimbursement will be limited to your state's ceiling amount.
13. **What would delay my stipend being processed?** Not having your airline ticket, itinerary with ticket number and payment made, POV information, request from your organization for reimbursement, or not having the appropriate direct deposit information. If you bank with a credit union, please have them confirm your routing and account numbers.
14. **What would reduce my stipend claim?** Your stipend might be reduced if you purchased a refundable ticket or did not ask for an exception prior to your course start date.
15. **Will I be reimbursed for the airfare if frequent flyer miles are used?** Frequent flyer miles cannot be reimbursed because it would not incur out-of-pocket expenses.